



Scotland work plan 2018-2019

Raising the quality of new entrants to, and driving skills development in, Scotland's land-based, aquaculture and environmental conservation sector



Scottish Government
Riaghaltas na h-Alba
gov.scot

The Scottish Government's Directorate for Agriculture, Food and Rural Communities (Agricultural Development and Crofting) supports Lantra's work in Scotland.

Lantra Scotland work plan 2018-2019

Contents

	Page
1. Introduction	3
2. Background	4
3. Skills investment themes, outcomes and activities	4
Theme 1: Promoting positive and rewarding career choices	6
Theme 2: Influencing learning and training provision	7
Theme 3: Driving investment in learning and skills development	8
Theme 4: Effective delivery	9
4. Delivery resources, operational and direct costs	10
5. Further information	11
Appendix 1	12
Business case for additional support to assist implementation of the recommendations in the agriculture champions strategy report on education in the rural sector	

<p>Please note that subsequent references to Scotland's land-based sector and land-based industries also include the work of businesses and organisations operating in aquaculture and in environmental conservation.</p>

1. Introduction

Scotland's skills landscape will continue to evolve, and new challenges and opportunities presented by Britain's exit from the European Union, the introduction of an apprenticeship levy, Scotland's farm advisory service and the developing strategy for the future of Scottish agriculture (including recommendations in the agriculture champions strategy report on education in the rural sector) will impact in 2018-2019.

The government's Programme for Scotland (A Nation with Ambition) recognises that Scotland has the talent, resources and ability to adapt and thrive in a changing world. Lantra works with the Scottish Government, education, workforce development and skills agencies, trade organisations, membership bodies and individual businesses to raise the number and standard of new entrants to, and drive skills development in, Scotland's land-based sector. Lantra's Scotland work plan will contribute to the Programme for Government in key areas where learning and skills development impact, including those linked to climate change, forestry and land management, developing the young workforce, increasing the number of apprenticeships, and supporting young people. More specifically, we will support the delivery of 'Rural economy: preparing for the future' objectives, including supporting our food and drink industry and the work of the Scottish Government's agriculture champions, a growing forestry industry, farming opportunities for new entrants, women in agriculture and crofting development. Lantra also supports learning and skills development in organisations and businesses working to protect and enhance Scotland's environment, impacting positively on protecting our flora and fauna and on expanding our green space, and on associated climate change and low carbon targets, enhanced biodiversity, wider land use interests, and on the prosperity and quality of life of Scotland's rural (and urban) communities. Our work makes a significant contribution to the sustainable development and resilience of Scotland's wider rural economy and communities.

Lantra will help secure the best skills and training outcomes for land-based learners and businesses. We will help to inform and deliver the Cabinet Secretary's strategy for the future of Scottish agriculture and wider rural economy, and in particular recommendations in the agriculture champions strategy report on education in the rural sector (cross-reference section 4. Delivery resources, operational costs and direct costs, and Appendix 1). The work of Lantra's National chair (Scotland) as agriculture champion for education and training, member of the National Council of Rural Advisers, and member of the Scottish Apprenticeships Advisory Board will help widen awareness of sectoral challenges and solutions, and strengthen influence.

2. Background

In December 2016 stakeholder group members reviewed and commented on Lantra's draft 2017-2020 work plan. Valuable feedback was received from the Scottish Government's agri vision working group and from Forestry Commission Scotland. In March 2017, The Scottish Ministers confirmed their support for an agreed programme of activities in 2017-2018 and, subject to spending priorities and available finance, support in principle for 2018-2019 and 2019-2020.

This work plan relates to 2018-2019, and Lantra is very grateful for the Scottish Government's continuing support. The agriculture champions recommended a detailed 5-year delivery plan as part of a 10 to 15-year agriculture strategy in their discussion document, and Lantra looks forward to supporting delivery of the strategy in the longer term. Lantra will continue to consult with key industry and skills partners to help ensure that work plan delivery reflects the evolving requirements of Scotland's land-based industries.

3. Skills investment themes, outcomes and activities

Lantra's Scotland work plan continues to evolve, helping deliver objectives in support of national skills policies and strategies and evolving industry requirements. Lantra will continue to develop and support active collaboration and partnership working, with delivery of the Scotland food and drink skills investment plan and the Scottish forest and timber technologies skills action plan being two important examples.

Flagship activities to profile and celebrate education and skills development achievements have been retained, including Lantra's work at the Royal Highland Show and the annual land-based and aquaculture learner of the year awards. Activities have been introduced to help implement new and developing strategies and to collaborate with new partners; others have been introduced or refined in consultation with established industry and skills partners. Opportunities for partnership working with Scotland Food and Drink, National Farmers Union Scotland, Scottish Land and Estates, the Scottish Crofting Federation, the Royal Highland Education Trust, the Scottish Association of Young Farmers Clubs, the forest and timber technologies skills task group, Developing the Young Workforce regional groups, the Scottish Qualifications Authority, training providers and instructors, and Skills Development Scotland have been developed further. Our 'conversation with industry', driven by Lantra Scotland staff and our National chair, remains integral to successful work plan delivery and is an area in which Lantra will continue to invest significant resources.

Stakeholder group members have highlighted the importance of evidencing outcomes and impact, and Lantra's 2018-2019 Scotland work plan is presented to reflect that guidance and complementary professional advice. Indicators of performance have been introduced, and appropriate benchmarks will be established

based on actual, proxy (or secondary), and more qualitative data from which to evidence and measure progress and impact.

Working in partnership, we will deliver a themed work plan focussed on:

Theme 1: Promoting positive and rewarding career choices

We will promote the sector as a positive and rewarding career choice, celebrating the achievements of learners, and raising the standard of new entrants.

Theme 2: Influencing learning and training provision

We will influence skills policies, and learning and training provision, helping to address the requirements of, and skills gaps identified in, Scotland's land-based sector.

Theme 3: Driving investment in learning and skills development

We will support the development and maintenance of a skilled workforce, and help drive investment in learning and skills development, by promoting the business benefits of, and opportunities for, investment in skills and training.

Theme 4: Effective delivery

We will facilitate effective delivery and quality assurance of Lantra's Scotland work plan.

Theme 1: Promoting positive and rewarding career choices

In promoting the sector as a positive and rewarding career choice, celebrating the achievements of learners, and raising the standard of new entrants, Lantra will deliver the following outcomes and indicators of performance to evidence impact:

Outcome 1.1

More potential new entrants (including young people) and influencers have an increased awareness and understanding of career opportunities in the land-based sector.

Outcome 1.2

More employers and employees are actively engaged in championing skills and career opportunities in the land-based sector.

Performance indicators to help evidence impact will include:

- Direct engagement at, and feedback from, events (e.g. vox pops, evaluation forms, statements of intent, post-event reflective feedback, case studies, anecdotal evidence including quotes).
- Indirect engagement (e.g. careers brochure distribution, video views, website and social media analytics, anecdotal evidence including quotes).
- Industry speakers delivering careers and skills messages, videos, case studies, reflective feedback, anecdotal evidence including quotes, consultation feedback.

Activities to help deliver outcomes 1.1 and 1.2 will include:

- Land-based and aquaculture learner of the year awards 2019.
- Promotional activities at Royal Highland Show.
- Parliamentary reception.
- Engagement with Developing the Young Workforce regional groups.
- Facilitate and support careers events.
- Development of industry champions initiative.
- Promotional materials and marketing.
- Partnership working to deliver career-focused activities.
- Dynamic, interactive careers resource and partnership portal on web site.

Theme 2: Influencing learning and training provision

In influencing skills policies and learning and training provision to help address the requirements of, and skills gaps identified in, the land-based industries, Lantra will deliver the following outcomes and indicators of performance to evidence impact:

Outcome 2.1

Increased awareness and understanding of land-based learning and training provision.

Outcome 2.2

Skills policies, strategies and support increasingly reflect the needs of land-based businesses.

Outcome 2.3

Increased uptake of land-based learning and training provision.

Performance indicators to help evidence impact will include:

- Direct engagement at, and feedback from, briefing and training events (e.g. vox pops, evaluation forms, statements of intent, post-event reflective feedback, case studies, anecdotal evidence including quotes).
- Consultation feedback reflected in updated policies, strategies and support (e.g. extracts, targeted funding or support).
- Engagement with developing the young workforce and other partnership initiatives, uptake of Scottish Qualifications Authority qualifications, apprenticeship registrations and certification, uptake of technical training and / or cpd courses.

Activities to help deliver outcomes 2.1, 2.2 and 2.3 will include:

- Engagement in, and promotion of, skills policy and strategy consultations.
- Facilitation of industry engagement in standards, qualifications and apprenticeship framework developments.
- Innovative solutions to industry skills challenges.
- Skills briefing event.
- Support for instructor and work-based assessor resource development.

Theme 3: Driving investment in learning and skills development

In supporting the development and maintenance of a skilled workforce, and helping drive investment in learning and skills development by promoting the business benefits of, and opportunities for, investment in skills, Lantra will deliver the following outcomes and indicators of performance to evidence impact:

Outcome 3.1

Increased awareness and understanding of the business benefits of investing in learning, skills development and training.

Outcome 3.2

Increased investment in learning, skills development and training, and improved business performance.

Performance indicators to help evidence impact will include:

- Evaluation of business engagement events (e.g. vox pops, evaluation forms, statements of intent, post-event reflective feedback, anecdotal evidence including quotes), case studies, digital promotion (e.g. web site, social media, e-newsletter).
- Requests for advice or support, participation in learning and training (proxy indicators, e.g. Lantra Awards, modern apprenticeships, industry champions), uptake of Scottish farm advisory service support.
- Business case studies, anecdotal evidence including quotes (e.g. industry champions), digital promotion (e.g. web site, social media, e-newsletter), proxy indicators from partnership and other complementary activities (e.g. monitor farms).

Activities to help deliver outcomes 3.1 and 3.2 will include:

- Business engagement and industry speakers at Royal Highland Show and other events, including chairman's receptions.
- Skills meetings and partnership working with industry partners.
- Collaborative oversight and delivery of food & drink and forest & timber technologies skills investment or action plans.
- Business engagement at industry meetings and events, including Scottish game fair and Agriscot.
- Promotion and marketing, including business case studies.

Theme 4: Effective delivery

To facilitate effective delivery of the Scotland work plan, Lantra will deliver the following outcome and indicators of performance to evidence impact:

Outcome 4.1

Effective oversight, management and delivery of Lantra's Scotland work plan to achieve the outcomes identified in themes 1 to 3 above on time and within budget.

Performance indicators to help evidence impact will include:

- The development of appropriate benchmarks from which to measure impact.
- Stakeholder group engagement (e.g. increased representation from other stakeholders and industries).
- Feedback regarding quarterly reporting.
- Positive audit reports.

Activities to help deliver outcome 4.1 will include:

- Develop and publish Scotland work plan activities pledge.
- Plan, support and deliver team, Lantra and stakeholder group meetings, development activities and reporting.
- Attend industry meetings and events to improve awareness and understanding.
- Maintain effective quality assurance, including audits.
- Develop and submit 2019-2020 Lantra Scotland work plan proposal.
- Develop and publish summary annual report.

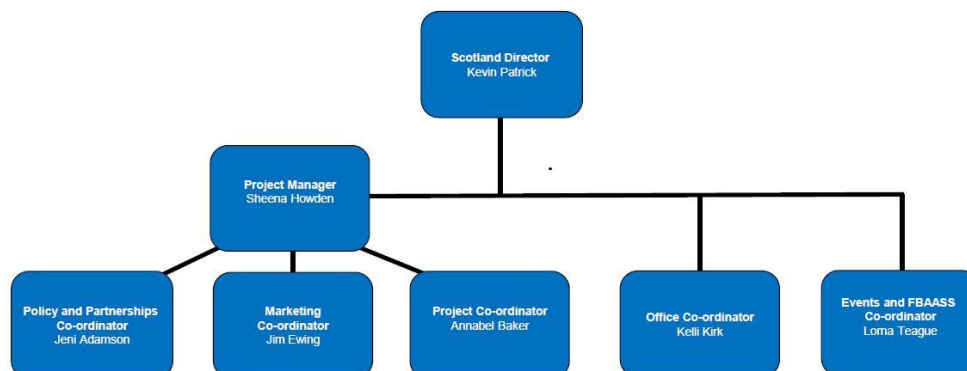
4. Delivery resources, operational and direct costs

Lantra will resource work plan delivery with a dedicated team working from a Scotland office in Perth. Direct support from the National chair (Scotland) at a governance level, and from senior management and specialist colleagues operating UK-wide, will continue.

Dedicated resources, representing 6.2 full-time equivalent posts, are:

- Scotland director, Kevin Patrick;
- Office co-ordinator, Kelli Kirk (0.6 fte);
- Project manager, Sheena Howden;
- Marketing co-ordinator, Jim Ewing;
- Policy and partnerships co-ordinator, Jeni Adamson;
- Project co-ordinator, Annabel Baker;
- FBAASS and events co-ordinator, Lorna Teague (Scotland work plan 0.6 fte).

Lantra Scotland Team



Lantra Scotland, Inveralmond Business Centre, Auld Bond Road, Perth PH1 3FX.
01738 310164 www.lantra.co.uk/scotland On Facebook and Twitter as LantraScotland

Support resources include:

- National chair (Scotland), Henry Graham;
- Chief executive officer, Marcus Potter;
- Head of operations, Karen Turnock-Rogers;
- Finance co-ordinator, Angela Cox;
- Standards, qualifications and apprenticeship frameworks manager, Jo-Anne Bryan;
- Human resources, information technology and quality (including audit);
- Provider support, product and instructor development as required to complement work plan delivery.

The delivery costs for Lantra's work plan in 2018-2019 as presented above are £463,000, comprising £350,000 operational costs and £113,000 direct costs. However, Lantra would like to request support for an enhanced Scotland work plan to help deliver the recommendations in the agriculture champions strategy report on education in the rural sector. A business case for enhanced delivery is included at Appendix 1 below, with delivery costs totalling £515,000.

5. Further information

Please contact Kevin Patrick (Scotland director) or Sheena Howden (Project manager) if you would like to discuss Lantra's 2018-2019 work plan in more detail:

Lantra, Inveralmond Business Centre, Auld Bond Road, Perth, PH1 3FX.
01738-310164 / kevin.patrick@lantra.co.uk / sheena.howden@lantra.co.uk

Appendix 1

Business case for additional support to assist implementation of the recommendations in the agriculture champions' strategy report on education in the rural sector.

Lantra recognises the importance of the Cabinet Secretary's developing strategy for the future of Scottish agriculture. As stated in our feedback to the agriculture champions' discussion document, we would be delighted to contribute further and help implement recommendations from the champions' strategy report on education in the rural sector.

Lantra will remain flexible and responsive to strategy development and delivery requirements, and in the first instance roles in the current team will be reviewed and developed further (Lantra's Policy and partnerships co-ordinator is well-placed to help drive related work forwards). However, in discussion with Lantra's National Chair (Scotland), we believe that additional resources will be required to effectively implement recommendations. The timing and basis of recruitment, and the related role profile, need to be carefully considered as the agriculture champions' recommendations are refined. However, some momentum has been built in rural skills education and training since the start of the champions' work, building on the work of Lantra and other partners, and this needs to be maintained. Key development areas are summarised below, and continuing engagement with industry leaders, enhanced co-ordination of innovative solutions to learning (and in support of Scotland's training instructor and work-based assessor resources), and other key recommendations, will require additional resource commitments.

The number of Modern Apprenticeships in agriculture and other rural frameworks is starting to increase, and new initiatives are emerging with genuine commitment from industry partners. There is also evidence of increasing numbers of work placements in agriculture. It is important to maintain this momentum but, at the same time, to ensure that consistency, quality assurance and compliance are secured and maintained. Lantra, with directly relevant experience and established credibility, has a crucial part to play in partnering with Skills Development Scotland, the training provider network, rural business and industry representatives and other stakeholders to drive this forwards through effective collaboration. Reflecting the findings and recommendations of the agriculture champions:

Schools

There is much to do in the school level education environment and at its interface with further education and the existing team, with two new members in place in 2017-2018, has the ability, skills and capacity to take this forward. The agricultural champions identified the need for the rural sector to:

- a) Increase the talent pool;
- b) Increase industry involvement, and;
- c) Improve the communication of career pathways.

We must ensure that the rural sector, and rural skills, is seen and promoted as offering a 'career for all'. Ambassadors visiting schools at all levels must be provided with the necessary information to show where food comes from, but also the various career opportunities that exist and will develop in the rural sector. Lantra is already working on this, but further funding will be required to provide a 'toolbox' and training for ambassadors and industry champions. At S5 level, there is already a National Progression Award (NPA) in Rural Skills, operating mainly in Aberdeenshire in meaningful numbers. Interest is being shown from other Education Authorities in this S5 NPA, and in the S4 Skills for Work qualification, so again there is an important role for Lantra to help identify best practice and to promote and co-ordinate growth in these courses.

Modern Apprenticeships

Modern Apprenticeships (MAs) are well-established in agriculture and other rural industries at Scottish Credit and Qualifications Framework (SCQF) levels 5, 6 and 7, with well-developed pathways. The same is true for MAs in Rural Skills, but currently only offering two pathways (estate maintenance and environmental conservation). There is a need to develop more optional pathways within the Rural Skills MA including, for example, agriculture, horticulture, crofting, equine, and forestry. This will be particularly valuable as Shared and / or Hosted Apprenticeship delivery models are further developed, piloted and rolled out Scotland-wide (see below). Interest and commitment to Modern Apprenticeships branded for agricultural sub-sectors is starting to emerge, and opportunities for further marketing and promotion of these needs to be driven forwards. The dairy proposition is quite far advanced in South West Scotland, with collaboration between SRUC and National Farmers Union Scotland. Other sectors such as pigs and poultry are coming forward with proposals, and again Lantra is well-positioned to promote the specialisation, ensure compliance and to advocate the approach in other sub-sectors and rural industries.

Hosted Apprenticeships

Until recently, there has been a 'flat lining' in the number of apprenticeships in agriculture, mainly due to the microbusiness nature of many farms, but also due to the recent economics of the sector. A pilot Hosted Apprenticeship (MA Agriculture) has recently been announced, with enhanced financial support from Opportunity North East. This has tremendous potential, especially once the Rural Skills Modern Apprenticeship is developed to incorporate additional pathways. This project needs to be carefully co-ordinated and evaluated with experienced partners, but also driven forwards nationally. Lantra is well placed to facilitate this roll-out, but requires an additional staff resource with the right skills, and the associated funding, to do so.

Pre-apprenticeships

Ringlink Services Ltd has identified a gap (at SCQF level 4) for new entrants directly from school to work-based learning in agriculture, and has delivered an internship programme over the last 4 years to help close this gap in North East Scotland. In partnership with SRUC, interns were initially awarded a Certificate of Work Readiness and this has been expanded further in 2017-2018 to offer SRUC

accreditation for a 'pre-apprenticeship' qualification at SCQF Level 4. The programme has relied on external funding and has been oversubscribed in recent years. Ringlink has submitted a business case to the Scottish Government for sustainable funding for the 'pre-apprenticeship', and to the Scottish Agricultural Wages Board for a review of applicable rates to help facilitate progression into a Modern Apprenticeship at SCQF level 5. Several potential delivery partners and Developing the Young Workforce regional groups want to be involved, and Lantra recognises Ringlink's commitment to resourcing and working with other delivery partners to secure wider roll-out. However, there will be additional regions, delivery partners and organisations (including machinery rings) where this concept will be of interest and, as referenced under Hosted Apprenticeships above, effective co-ordination to help secure consistent, quality assured and compliant delivery to complement Ringlink's own work, will be required.

Foundation and Graduate Apprenticeships

As referenced in the agriculture champions discussion paper, at the present time it is extremely difficult to establish evidence of industry demand for land-based Foundation or Graduate Apprenticeships. However, that demand may increase as some of the positive initiatives above are implemented, and to complement introduction of the new higher level, or technical, apprenticeship in Rural Land Use and Management. For all apprenticeships, it is important to develop employment contracts and a mentoring toolkit for the employer and employee to use, and Lantra proposes to work with employers, providers and specialist advisors to develop and share guidance.

Instructor and assessor resources

With participation in learning and training starting to increase, and various initiatives starting to progress, there is a clear need to recruit and train more instructors, assessors and verifiers. In the recently published Lantra report this need was clearly evidenced. Lantra is well positioned to drive forward recruitment and development initiatives to help ensure that Scotland's instructor and assessor resources are sufficient to support increasing participation in learning and skills development.

Summary

Linked to all the above, a key role for Lantra is to help develop, communicate and facilitate engagement in the 'big picture' across Scotland. We will help to facilitate increased participation in the apprenticeships 'family' and skills development more generally, monitor developing demand for new qualifications and courses, champion innovative industry solutions, and maintain active engagement with Skills Development Scotland, the Scottish Qualifications Authority, Lantra standards and qualifications colleagues, and other key stakeholders. We will work collaboratively to promote awareness and understanding of learning, career entry and progression 'route maps', and training or business development opportunities.

Projected budget

A small part of the work described above could be accommodated in the existing work plan budget, but the majority of the costs are in the additional estimate. One

key element would be facilitation of instructor and work-based assessor recruitment and development, which would require further research, development and submission of a detailed, costed proposal.

The main additional costs relate to the recruitment of a further, experienced team member, who will be required to effectively communicate and co-ordinate enhanced delivery of the agriculture champions' education and training recommendations. Subject to development of a detailed role profile and an evaluation of comparable roles, it may be possible to recruit on a part-time basis or through a secondment. At this stage, given the anticipated level of seniority and influence required, Lantra projects a related budget requirement of £52,000 considering, salary, overheads and travel requirements.